



Northstar Community Services District Strategic Plan

2026 - 2031



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About our Plan



The Northstar Community Services District (NCSD) serves the community of Northstar, California, by delivering essential local services and stewarding community infrastructure. Our work spans day-to-day municipal operations as well as long-range asset stewardship to keep the Northstar and nearby communities safe, functional, and well-maintained year-round. This 2026-2031 strategic plan reflects our community's priorities. The planning process included community input through surveys, work with a core planning team of NCSD leadership and staff, and guidance from our Board of Directors. That input was translated into a clear vision and mission, critical goals, and practical implementation workplans. Together, they provide a shared framework to:

- Align budgets and capital planning with the community's highest priorities
- Maintain high service reliability and transparency
- Strengthen communication and accountability
- Provide clear financial reporting
- Guide decision-making on major projects and long-term infrastructure investment

About the Northstar Community Services District



NCSD was founded in 1990 to provide public services in the Northstar community. Today, the District delivers water, sewer, fire and emergency medical response, road maintenance, energy, forest fuels management, snow removal, solid waste services, and recreational trails. These services are funded through water, sewer, and solid waste user fees; grants; county contracts; reimbursement contracts; and property and parcel taxes.

In 2015, through a contract with the Placer County Water Agency, the District acquired full ownership and operational responsibility of the Martis Valley Water System. This acquisition expanded District boundaries and enabled water services to the Lahontan, Martis Camp, and Schaffer's Mill communities.

The NCSD is governed by a five-member, elected Board of Directors composed of registered voters from the communities served by the District. The Board sets District policy and provides oversight. Day-to-day operations are led by a board-appointed General Manager.

Looking ahead, the District will continue delivering high-quality service as the service area evolves and grows.

About the Community Served by the Northstar Community Services District

NCSD serves the Northstar, Lahontan, Martis Camp, and Schaffer's Mill communities. Collectively, NCSD provides services to approximately 2,160 residences and 142 commercial properties. While there are only 639 full-time registered voters, the population can exceed 18,000 when including second-home owners and visitors during peak seasons.

The Northstar area is a four-season destination with diverse neighborhoods that meet a range of needs and preferences– from golf course settings to luxury mountainside properties. The Northstar California Resort (a Vail company) features 3,170 skiable acres, 20 lifts, and 100 trails, along with a Nordic center and ice skating rink in winter. In summer, the resort offers an expansive, lift-served downhill mountain bike park, an 18-hole, par-72 golf course surrounded by scenic Martis Valley, and scenic gondola and chairlift rides, that provide access to hiking, sightseeing, and panoramic views of the Sierra and Lake Tahoe.

The communities NCSD serves are located just a few short miles from Lake Tahoe – “the Gem of the Sierra”, which sits high in California’s Sierra Nevada, ringed by granite peaks and conifer forests. The region’s natural environment is a mosaic of alpine and subalpine habitats shaped by elevation, weather, and fire. Jeffrey pine, ponderosa pine, lodgepole pine, and white fir dominate. Quaking aspen groves flare yellow in fall, and meadows host wildflowers and mosquitos after the snowmelt. Creeks and wetlands feed the lake and provide refuge for birds, bears, and small mammals, while exposed rock and thin soils at higher elevations support hardy mountain plants.

Winter transforms the landscape. Pacific storm systems can deliver intense snowfall, and the community’s high passes and neighborhoods regularly see totals that would be extraordinary in most parts of the United States. In many winters, several feet of snow can fall in a single storm cycle, and seasonal accumulations can reach multiple hundreds of inches at higher elevations. The snow does more than coat the landscape; it reshapes travel, blankets roads, muffles sound, and loads roofs and trees.

Reliable plowing and road maintenance keep residents connected to groceries, work, and medical care. These essential services also keep emergency routes open when visibility drops and roads are buried under drifting snow. Utility crews respond to storm impacts on infrastructure, while the fire department handles everything from vehicle collisions on icy grades to injured skiers/snowboarders at the ski hill. During extended storms, local government, transit, and public services become the backbone that allows the community to function. Furthermore, access to the Martis Valley Trail is plowed and maintained during winter months to provide ongoing recreational opportunities to residents and visitors.

Across all seasons, the region’s extraordinary environment offers incredible residence and recreation opportunities, while also requiring dependable public utilities and emergency services that keep residents and visitors safe and healthy.

Our Strategic Plan

This strategic plan will guide NCSD over the next five years and ensure individual projects and year-to-year decisions are coordinated and guided by a clear long-term vision and strategy. It provides a shared framework to:

- Focus resources on what matters most: Ensure operating budgets and capital investments are aligned with community priorities and maintain a high level of quality
- Ensure transparency: Clarify what will be done, where the organization is focused, and what will come in the future
- Support accountability: Define measurable outcomes and objectives
- Reduce long-term costs and risk: Plan proactively for long-term infrastructure maintenance and investment, compliance, and sustainability

Vision



NCSD seeks to contribute to a Northstar community that is a thriving, healthy, safe, and beautiful place to live and recreate; where services and infrastructure are provided efficiently, effectively, sustainably, and at a high level of quality.

Mission



The Northstar Community Services District delivers a high level of core public services and sustainable operations to maintain and enhance the quality of life in the community.

NCSD core public services are: water, sewer, fire and emergency medical response, road maintenance, biomass energy, forest fuels management, snow removal, solid waste services, and recreational trails.

Core Values

Our core values serve as general guiding principles. They are a compass for helping us make key decisions in pursuit of the organization's mission and service to our community

- We are committed to “best in class” services
- We are committed to maintenance and replacement of infrastructure
- We make responsible financial decisions that support the needs of our community
- We support environmental stewardship in line with our community partners
- We build and maintain mutual trust and respect with our staff, customers, and partners
- We work to create efficiencies in our services, staffing, and use of technology to increase effectiveness
- We uphold transparency and support clear communication (ex: through our Board meetings, financial reporting, personnel guide, policy manuals, and cross-departmental collaboration)
- We support a workforce that is healthy, productive, and motivated
- We maintain and build collaborative community partnerships and are sensitive to community needs

Framework and Goals



The 2026-2031 NCSD strategic plan is organized around the organization's core services. In addition, NCSD has identified organizational strengthening and sustainability as a core area of focus, which includes key elements such as leadership, communication, financial stability, and partnerships. Each area includes a goal statement that describes the desired impact towards which workplans are directed. Each area also includes a workplan that describes the steps along the path, timelines, and responsibilities to achieve those goals.

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1. Water
 2. Sewer
 3. Fire and Emergency Medical Response
 4. Road Maintenance
 5. Energy
 6. Forest Fuels Management
 7. Snow Removal
 8. Solid Waste Services
 9. Recreational Trails
 10. Organizational Strengthening and Sustainability

Goals

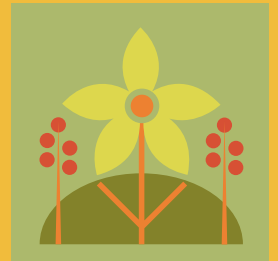
- **Water:** Ensure a safe, reliable, sustainable water supply, and conveyance and storage system for today and the future.
- **Sewer:** Provide dependable wastewater collection, proactive maintenance, and long-range investment in infrastructure to sustain and modernize the sewer system to the benefit of public health and the environment.
- **Fire and Emergency Medical Response:** Sustain and enhance fire and emergency response to protect life, property, and the environment.
- **Road Maintenance:** Maintain safe, reliable, accessible roads and invest in long-range infrastructure for road rehabilitation that supports residents, visitors, and essential services year-round now and in the future.
- **Forest Fuels Management:** Reduce wildfire risk and improve forest health through strategic, sustained fuels mitigation and restoration tactics.



Goals



- **Energy:** Optimize forest fuels management by providing a market for hazardous woody biomass to generate local renewable energy while restoring regional forest and watershed health and wildlife habitat.
- **Snow Removal:** Provide efficient, consistent, and responsive snow removal through strong staffing and reliable equipment.
- **Solid Waste Services:** Ensure dependable, equitable, and cost-effective solid waste services that meet the needs of residents and support community cleanliness.
- **Trails:** Maintain trails and invest in trail system development through long-term planning and partnerships.
- **Organizational Strengthening and Sustainability:** Strengthen organizational capacity through effective governance, enhanced financial reporting, approachable and accountable management, meaningful staff engagement, community outreach, and an exemplary service culture.



Contact

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